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4-75-201R

MASTER OF BUSINESS ADMINISTRATION DEGREE EXAMINATION, JUNE/JULY - 2025

SECOND SEMESTER

PAPER -201 : MARKETING MANAGEMENT

(Common paper to University and Affiliated Colleges)

(Revised Regulations 2021-2023)

Time: 3 Hours

Max. Marks :70

PART - A

(Descriptive/Numerical Type Questions)

Answer any FIVE questions. Each question carries 10 marks. **(5×10=50)**

1. Differentiate between micro and macro environments of marketing. Discuss various factors of macro environment of marketing in India.

2. Explain the Market Targeting Process. Discuss the market targeting strategies with examples.

3. Differentiate between product and services. Discuss various challenges in marketing of services

4. What is product life cycle? Explain how you would relate the importance of marketing mix elements during the different stages of the product life cycle.

5. Discuss the key determinants of pricing and their role in deciding on the pricing method.

6. What are major distribution channel conflicts in industrial goods? Explain. How are these conflicts resolved? Discuss

7. Is personal selling equally relevant in all situations? How can a manager create a positive image by using the publicity ?

8. What are the various steps that you should undertake for developing an effective marketing communication? How do you improve the efficiency of the channel members?

9. What are the three basic jobs in the marketing management process planning implementation and control? Why implementation evaluation and control of the marketing plan are necessary?

10. Explain the difference between annual plan control and strategic control in marketing. What are the different types of market research and how can they be used to evaluate a marketing strategy?"

PART - B
(Case Analysis)

(20)

11. In a bid to .strengthen its market share, Ashu International is gearing up for an aggressive expansion of its appliances portfolio especially in the Southern region.

The company has also roped in a well-known South Indian actor as its new brand ambassador to endorse its new range of appliances. The company is launching as many as 67 new products in the home and kitchen appliances segment which includes gas cook tops, induction cook tops, mixer-grinders, rice cookers, wet grinders, air coolers and smart irons, among others.

President of appliances business said, "This is one of the largest product launches done by the company in recent times as we want to become more relevant as a brand across the country. We want to cater to the fast-evolving aspirations of consumers."

He added that the company will also be leveraging on this portfolio expansion to strengthen the brand's presence in the appliances segment in the Southern region, "This portfolio expansion will also help us build a stronger presence in the southern market in the segment."

Questions:

(a) Recommend the most appropriate blend of channels of distribution for optimum coverage of the market.

(b) What should be the criteria for selecting outlets for such a wide range of kitchen appliances?

(c) Do you think a brand ambassador for such product category is called for? Why or why not? Substantiate.

MASTER OF BUSINESS ADMINISTRATION DEGREE EXAMINATION, JUNE/JULY - 2025

SECOND SEMESTER

PAPER : 202 - HUMAN RESOURCE MANAGEMENT

(Common Paper to University and Affiliated Colleges)

(Revised Regulations 2021-2023)

Time: 3 Hours **Max. Marks :70**

PART-A

(Descriptive/Numerical Type Questions)

Answer any FIVE questions. Each question carries 10 marks. **(5×10=50)**

1. Briefly describe and discuss the concept, objectives and functions of Human Resource Management.

2. Discuss the important labour codes and employment laws typically applicable to businesses in India?

3. What is human resource planning? Explain the process of human resource planning citing examples.

4. Discuss the various methods used for job evaluation. Discuss the purpose of job evaluation in determining compensation and salary. Discuss the limitations of job evaluation.

5. Discuss the process of selection and enlist various types of selection tests.

6. Describe the objectives and benefits of performance appraisal. Briefly discuss the errors that occur in having an objective evaluation and give suggestions as to how they can be minimized.

7. What are the limitations of career planning? Discuss the strategies for making career planning a success .

8. Discuss the types of training.

9. How can technology be used to improve employee communication and engagement? What are the ethical considerations when using technology in HR?

10. What is HR Audit? Briefly discuss the benefits and the process of HR Audit in an organization. Give examples.

PART -B
(Case Analysis)

(20)

11. Satish was a Sales Manager for Industrial Products Company in City branch. A week ago, he was promoted and shifted to Head Office as Deputy Manager - Product Management for a division of products which he was not very familiar with. Three days ago, the company VP- Mr. George, convened a meeting of all Product Managers. Satish's new boss (Product Manager Ketan) was not able to attend due to some other preoccupation. Hence, the Marketing Director. Preet- asked Satish to attend the meeting as this would give him an exposure into his new role. :

At the beginning of the meeting, Preet introduced Satish very briefly to the VP. The meeting started with an address from the VP and soon it got into a series of questions from him to every Product Manager. George, of course, was pretty thorough with every single product of the company and he was known to be pushy and a blunt veteran in the field. Most of the Product Managers were very clear of George's ways of working and had thoroughly prepared for the meeting and were giving to the point answers. George then started with Satish. Satish being new to the product ,was quite confused and fated miserably.

Preet immediately understood that George had possibly failed to remember that Satish was new to the job. He thought of interrupting George's questioning and giving a discrete reminder that Satish was new. But by that time, George who was pretty upset with the lack of preparation by Satish made a public statement Gentlemen, you are witnessing here an example of sloppy work and this can't be excused.

Now Preet was in two minds- should he interrupt George and tell him that Satish is new in that position OR should he wait till the end of the meeting and tell George privately. Preet chose the second option.

Satish was visibly angry at the treatment meted out by George but he also chose to keep mum. George quickly closed the meeting saying that he found in general, lack of planning in the department and asked Preet to stay back in the room for further discussions.

Before Preet could give any explanation on Satish. George asked him Tell me openly, Preet, was I too rough with that boy? Preet said "Yes, you were. In fact, I was about to remind you that Satish is new to the Job". George explained that the fact that Satish was new to the job didn't quite register with him during the meeting . George admitted that he had made a mistake and asked his secretary to get Satish report to the room immediately.

A perplexed and uneasy Satish reported to George's room after few minutes.

George looking Satish straight into his eyes said "I have done something which I should have never even thought of and I want to apologize to you. It is my mistake that I did not recollect that you were new to the job when I was questioning you. Satish was left speechless".

George continued "I would like to state few things clearly to you. Your job is to make sure that people like me and your bosses do not make stupid decisions. We have good confidence in your abilities and that is why we have brought you to the Head Office. For everybody, time is required for learning. I will expect you to know all the nuances of your product in three months' time. Until then you have my complete confidence". George closed the conversation with a big reassuring handshake with Satish.

Questions.

a) Was it at all necessary for George to apologize to 'such a junior employee like Satish?

b) If you were in Satish's place, how would you to respond to George's apology?

c) Was George correct in saying that Satish is there to correct the stupid mistake of his boss and George?

d) Would you employ George in your company?

e) Did Preet make a mistake by not intervening during the meeting and correct George's misconception about Satish?

f) As an HR man, how would you define the character of George - bullying but later regretting? Does his attitude need to be corrected?

g) Would you be happy to have George/Preet as your boss?

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4-75-204R

MASTER OF BUSINESS ADMINISTRATION DEGREE EXAMINATION, JUNE/JULY - 2025

SECOND SEMESTER

PAPER - 204 : PRODUCTION MANAGEMENT

(Common paper to University and Affiliated Colleges)

(Revised Regulations 2021-2023)

Time : 3 Hours **Max. Marks : 70**

PART - A

(Descriptive/Numerical Type Questions)

Answer any FIVE questions. Each question carries 10 marks. **(5×10=50)**

1. What is the importance of Production Function and Production Management?

2. Write down the various process chart symbols neatly illustrated through which the recording of facts and activities are done in Method Study. Show an outline process chart of 'changing refill' of a ballpoint pen.

3. What are the steps of a facility location study? In case you want to locate a soft drink bottling plant, what factors would you consider relevant for taking a location decision ?

4. What is Preventive Maintenance (PM)? What are the objectives of Preventive Maintenance? Discuss the merits and demerits of Preventive Maintenance.

5. What is an Aggregate Production Planning (APP)? What are the Aggregate Planning strategies? Discuss with suitable examples.

6. What is the fundamental difference between the use of acceptance sampling plans and process control charts?

7. What are the functions of inventory? Explain the ABC inventory management system.

8. Explain the difference between periodic and perpetual inventory control systems. What are the advantages and disadvantages of each system?

9. What is Project Management? Discuss the characteristics of a project, with suitable examples.

10. What kind of decision-making situations may be analyzed using PERT and CPM techniques? Under what circumstances is CPMa better technique of project management than PERT? Discuss.

PART - B
(Case Analysis)

(20)

11. Find out the time required to complete the following project and the critical activities:

Activity	A	B	C	D	E	F	G	H	I
Predecessor Activity	-	A	A	B	C	D,E	D,E	F	G
Optimistic time estimate (to days)	2	3	8	9	8	16	19	2	1
Most likely time estimate(tm days)	4	6	10	12	9	21	22	5	3
Pessimistic time estimate(tp days)	6	9	12	15	10	26	25	8	5

MASTER OF BUSINESS ADMINISTRATION
DEGREE EXAMINATION, JUNE/JULY - 2025
SECOND SEMESTER
PAPER - 203 : FINANCIAL MANAGEMENT
(Common paper to University and Affiliated Colleges)
(Revised Regulations 2021-2023)

Time: 3 Hours **Max. Marks :70**

PART - A
(Descriptive/Numerical Type Questions)

Answer any Five questions. Each question carries 10 marks. **(5×10=50)**

1. Discuss different types of Financial Decisions that are taken in an organization.

2. What is a 'Financial Market'? Discuss the role and functions of Financial Markets.

3. What do you know about common size financial statements?

4. From the following information , prepare a vertical income statement.

	Rs.
Sales	60,000
Cost of goods sold	35,000
Operating Expenses	12,000
Non-Operating Expenses	4,000
Rate of Tax	50%

5. Discuss Equity Capital and Debt Capital as sources of long-term capital bringing out the advantages and disadvantages of each source.

6. Your given the capital structure of Surya Company calculate weight average cost of capital.

Source of Fund	Amount	Cost
Equity Share Capital	4,00,000	14%
Retained Earnings	2,00,000	13%
Preference Capital	1,00,000	12%
Debt	3,00,000	9%
Cost of Capital	10,00,000	

7. What are the assumptions and procedure of Capital Budgeting?

8. There are two projects X and Y each projects require an investment of Rs.20,000. You are required to rank this project according to pay back method.

Years	Project - X	Project - Y
1	1,000	3,000
2	2,000	4,000
3	5,000	4,000
4	5,000	8,000
5	8,000	2,000

9. Why is Dividend decision important for a firm? Discuss different forms of Dividends.

10. Given the following information about Rama Industries Limited show the effect of the dividend policy on the market price per share, using Walter's model. EPS=Rs.8; Cost of capital=12%; Assumed rate of return:

a)15% b)10% c)12%

PART - B

(Case Analysis)

(20)

11. The following are the Ratios extracted from the Balance Sheet of a Company as at 31st December 2020. Draw up the Balance Sheet of the Firm.

Current Liabilities	:	1.0
Current Assets	:	2.5
Working Capital	:	Rs.3,00,000
Liquidity Ratio	:	1.5
Stock Turnover Ratio	:	6
Gross Profit as percentage of Sales	:	20%
Debt collection period	:	2 months
Shareholders Capital	:	Rs.5,00,000
Reserves and Surplus	:	Rs.2,50,000
Fixed Assets Turnover	:	2

MASTER OF BUSINESS ADMINISTRATION
DEGREE EXAMINATION, JUNE/JULY - 2025
SECOND SEMESTER
PAPER - 205 : BUSINESS RESEARCH METHODS
(Common paper to University and Affiliated Colleges)

(Revised Regulations 2021-2023)

Time: 3 Hours **Max. Marks :70**

PART - A
(Descriptive/Numerical Type Questions)

Answer any Five questions. Each question carries 10 marks. **(5×10=50)**

1. " In the completely randomized design, treatments are assigned at random". Explain in view of statement, the concept of randomized complete block design.

2. How to formulate a research problem? What factors are considered in formulating a research problem? Give examples of few research problems being addressed by researchers.

3. " Research design in exploratory studies must be flexible but in descriptive studies, it must minimize bias and maximize reliability". Discuss.

4. Describe the main differences between descriptive research and experimental research. What are the advantages and disadvantages of using a panel study design?

5. Distinguish between primary and secondary data. What precautions should be taken in using secondary data.

6. What do you mean by a questionnaire? How a questionnaire is different from schedule? What are the advantages and disadvantages of a questionnaire?

7. Explain " The Guttman Scale" as a tool for the measurement of attitudes.

8. What do you understand by random sampling? How a random sample is selected? Is a random sampling always better than other forms of sampling in the context of socioeconomic survey?

9. Define ANOVA and explain its purpose in statistical analysis. Describe a situation where a one-way ANOVA would be appropriate and explain why?

10. Explain the different types of reports and provide examples of each. Compare and contrast written and oral communication.

PART - B

(Case Analysis)

(20)

11. Two different nutritional supplements are used on a sample of eight boxers. The strength of the boxers was then measured on a 100 point scale. The recorded data for eight boxers is as follows:

Boxer	1	2	3	4	5	6	7	8
Strength after supplement 1	49	32	44	48	51	34	30	42
Strength after supplement 2	40	45	50	43	37	47	55	57

The researcher would like to test the hypothesis that the two supplements yield the same median strength. Test at 5 percent level of significance.

MASTER OF BUSINESS ADMINISTRATION DEGREE EXAMINATION, JUNE/JULY - 2025

SECOND SEMESTER

PAPER - 206 : OPERATIONS RESEARCH

(Common paper to University and Affiliated Colleges)

(Revised Regulations 2021-2023)

Time: 3 Hours **Max. Marks :70**

PART - A

(Descriptive/Numerical Type Questions)

Answer any Five questions. Each question carries 10 marks. **(5×10=50)**

1. How can linear programming be used to solve complex decision-making problems, such as resource allocation or production planning?

2. Solve the following linear programming problem using the simplex method:
   Maximize $Z=2x+3y$
   Subject to:
   $x+2y\leq 6$
   $2x+y\leq 8$
   $x,y\geq 0$

3. How does the salesmanship method differ from the Hungarian method, and what are its advantages and limitations?

4. A logistics company has three sources (S1, S2 and S3) and four destinations (D1,D2,D3,and D4). The company can transport goods directly from sources to destinations or through intermediate points. The transportation costs are given. Formulate and solve the transshipment problem to minimize the total transportation cost.

5. How can Linear Programming Problems (LPP) be solved using dynamic programming?

6. A retailer has a warehouse with a capacity of 100 units. The demand for a product is 50 units in period 1, 70 units in period 2, and 30 units in period 3. The ordering cost is Rs.100 per order, and the holding cost is Rs. 5 per unit per period. Use dynamic programming to determine the optimal ordering policy to minimize total cost.

7. What are some common application areas of goal programming, and how is it used in practice?

8. A university has three goals: to maximize student enrollment, to minimize costs, and to maintain a highquality faculty. The enrollment goal is to have at least 10,000 students, the cost goal is to spend no more than $ 50 million, and the faculty quality goal is to have at least 80% of faculty members with PhDs. Formulate a goal programming model to determine the optimal resource allocation.

9. What are the assumption underlying the M/M/1 queuing model, and how do they impact the accuracy of the model?

10. A call center receives calls at a rate of 5 per minute (Poisson distribution) and has a service rate of 6 per minute (exponential distribution). Calculate the utilization of the server and the average queue length.

PART - B

(Case Analysis)

(20)

11. A farmer has 100 acres of land to plant two crops, wheat and barley. Wheat requires 2 hours of labor per acre, while barley requires 3 hours of labor per acre. The farmer has 240 hours of labor available. The profit per acre of wheat is Rs. 200, and the profit per acre of barley is Rs. 300. Formulate a linear programming model to maximize profit.

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4-75-207R

MASTER OF BUSINESS ADMINISTRATION DEGREE EXAMINATION, JUNE/JULY - 2025

SECOND SEMESTER

PAPER - 207 : MANAGEMENT INFORMATION SYSTEMS

(Common paper to University and Affiliated Colleges)

(Revised Regulations 2021-2023)

Time: 3 Hours **Max. Marks : 100**

PART - A

(Descriptive/Numerical Type Questions)

Answer any Five questions. Each question carries 14 marks. **(5×14=70)**

1. How Information Systems are Transforming Business? What are the different types of information systems used in organizations and how do they support various business functions?

2. Explain about various Organizational Decision-Making Models.

3. Explain the modern approaches to MIS design and how they differ from traditional approaches.

4. Discuss about design of a Management Information System (MIS) and how it is important for an organization?

5. Explain about components of Data Mining and Datawarehouse.

6. Discuss about
   a) Components of an Expert system
   b) OLAP

7. Discuss the characteristics and applications of manufacturing Information Systems (MIS).

8. Explain about how Financial Information Systems (FIS) contribute to the effective management of an organization's financial activities?

9. "System vulnerability poses a significant threat to the security and functioning of an information system". Explain how to overcome vulnerabilities by an organization.

10. Explain about various System and Security audits? How audits will assess an organization's security controls?

PART - B
(Case Analysis)

(30)

11. Brown and Gordon Auto Parts (B and G), a division of RST, Inc., is the third largest auto parts manufacturer globally, with headquarters and principal manufacturing facilities in Cleveland, Ohio. Despite generating close to $2 billion in annual revenues, B and G faced significant profit reductions in 1989 and 1990 due to the recession and a decline in automobile sales, resulting in plant capacity dropping to 60%. The IS division, led by R.L. Buck Steubens, MIS Vice President, operates under a centralized system where processing is done via a telecommunications network to Cleveland's central systems. Steubens reports to W.W. Johnson, V.P. of Finance, who in turn reports to T.J. Baker, the president of B and G The IS division is managed by two key directors, Tom Mansfield and Harry Crowley, with Mansfield overseeing application development and Crowley handling operations. However, the outlying plants have their own operators who report to local line management, creating a complex organizational structure.

A consulting firm reviewed B and G's IS function and identified a unique organizational setup with two directors managing the entire IS function, lacking a third coordinating element typically responsible for integrating services such as standards, planning, education, project management, and database administration. This absence has led to major application developments being implemented without full awareness of their fit with existing or future subsystems, and a lack of emphasis on planning and education, which are crucial for future progress. To make the dual directorship concept work, better- established standards and protocols are necessary to facilitate proper communication and integration at the working levels. The firm suggested that integration should occur at lower levels rather than relying on the CFO, whose expanding duties make it impractical. Additionally, B and G's management style is heavily people-oriented, prioritizing individuals' track records over organizational fit or expertise, and employs adversary management, which pits competent managers against each other to drive competitive work completion. However, this approach may not be effective in a functional area that requires integration and communication.

Answer the Following:

a) "The organizational structure and control mechanisms significantly influence the success or failure of Management Information Systems (MIS) within any organization. Please describe the organizational structure and provide your insights on the control measures implemented for the Information System in this context".

b) Give your views on applicability of Expert Sytems in above organization.

M.B.A. DEGREE EXAMINATION, OCTOBER - 2022

SECOND SEMESTER

PAPER - 201- MARKETING MANAGEMENT

(Revised Regulations w.e.f. 2021-2022)

(Common Paper to University and Affiliated Colleges)

Time : 3 Hours **Max. Marks : 70**

PART - A

(Descriptive/Numerical type questions)

Answer any FIVE questions, Each question carries 10 marks **(5×10=50)**

1. Explain the role that consumer plays in consumer buying process.

2. What do you understand by the concept of competitive advantage? How is it created for positioning the product?

3. Discuss the life stretching strategies adopted in the case of a consumer product when its sales start declining. Why are product innovations necessary?

4. Briefly explain the advantages and disadvantages of branding. Suggest a suitable brand name for new herbal toothpaste to be launched in India. Justify your choice.

5. Explain the various product-price adjustment strategies. How is break-even point achieved in terms of volume of production?

6. Explain the total system approach to marketing logistics. What are its strengths and weaknesses?

7. What is promotion mix? State the factors you will keep in mind while deciding promotion mix for a product

8. Explain the promotional packaging techniques normally practised by marketers.

9. Discuss the parameters and process of Marketing Audit.

10. "Rural markets in India offer huge opportunities and challenges to marketers". Discuss.

PART-B

(Case Analysis) **(Marks: 20)**

11. A leading Indian milk and milk products company wants to change itself from a traditional Indian brand to one which meets the changing consumer preferences. It intends to reposition itself to connect with the youth of the country. According to the company "the dull and conservative image associated with its products has to be rubbed off the minds of the youth. As a strategy, we have decided to communicate with the new generation more aggressively than ever before". The company also wants to go in for repackaging and rebranding several of its products in order to establish and maintain a connection with the target segment.

    a) Comment upon the decision of the company to reposition itself in the Indian market.

    b) Suggest a suitable marketing strategy to the company with regards to its effort to appeal to the youth segment.

M.B.A. DEGREE EXAMINATION, OCTOBER - 2022

SECOND SEMESTER

PAPER - 202- HUMAN RESOURCES MANAGEMENT

(Revised Regulations w.e.f. 2021-2022)

(Common Paper to University and Affiliated Colleges)

Time : 3 Hours **Max. Marks : 70**

PART - A

(Descriptive/Numerical type questions)

Answer any FIVE questions, Each question carries 10 marks **(5×10=50)**

1. Briefly describe and discuss the concept, objectives and functions of Human Resource Management.

2. Discuss about various socialization factors in an organization and their impact on employees.

3. What is Human Resource Planning? Discuss the process of Human Resource Planning citing suitable examples.

4. What is job evaluation? Discuss any two methods of job evaluation showing their strengths and weaknesses with the help of examples.

5. Describe the objectives and benefits of performance appraisal. Briefly discuss the errors that occur in having an objective evaluation and give suggestions as to how they can be minimized

6. Define and discuss 'Selection Process'. Explain with suitable examples the purpose and types of various 'Selection Tests', their significance, limitations and precautions.

7. Discuss and describe how training can be made as a strategic function.

8. What is career planning? Discuss the process of career planning with illustration.

9. What is HR Audit? Discuss the process of HR audit with illustrations

10. **Write short notes on the following:**

    i. Work life balance

    ii. Quality management and HRM

PART-B

(Case Analysis) **(20)**

11. The eleven workers whose annual increments were stopped made a representation to the management of YES Limited that the action taken was not justified and that they wanted to know what their fault was. The management which acted upon the recommendation of the department head concerned, Mr. Rai, felt guilty because such an action was taken for the first time in the history of the company.

YES Limited was a large paper manufacturing company in South India. The major departments of the factory were:

a) Chemical processing: The raw material was mixed with certain chemicals for making pulp.

b) Pulp department: Pulp was mixed with other ingredients according to specifications for each order of paper.

c) Paper machine department: This was the heart of the factory where processed pulp was fed into the paper machines. At first, a wet weak paper was formed which was subsequently dried and rolled.

d) Finishing department: The paper rolls were then moved to the processing department where the required coating was given.

e) Grading, winding and packing departments.

f) Quality control department.

Twenty eight workers worked in the paper machine department in four groups — each group attending one machine. The nature of the work on each machine was such that all the seven workers had to work in cooperation. Because no individual tasks could be specified, the group was made responsible for the work turned out by them. All the workers working in the paper machine department had been with the company for over ten years.

The company did not have any incentive wage system for any class of its employees. They were all given straight salaries with normal annual increments. The annual increments were sanctioned each year in a routine way. It was the policy of the company that the increments should not be stopped unless the department head concerned recommended such an action.

Mr. Rai was placed in charge of the paper machine department a year ago. Though Mr. Rai was a newcomer in the organisation, he proved himself to be a very competent man. The management noted that he was very aggressive and enthusiastic and that he knew his job well. At the end of the year when increments were due to be sanctioned, he recommended to the management that the increments due to eleven men in his department should be stopped, for, in his opinion they were lazy and inefficient. The eleven men concerned belonged to all the four groups operating in the department.

The management, though puzzled about the action recommended by Mr. Rai, acted upon it and stopped the increments due to the eleven men concerned. The management were aware that such an action was the first of its kind in the history of the company. Most of the employees were with the company for a fairy long period and there was never an instance of strained relations between the management and the employees.

Soon after the action was taken, the eleven employees concerned made a representation to the management requesting them to let them know what was wrong with their work as to warrant stopping of their increments. The management were in a fix because they did not have specific reasons to give except Mr. Rai's report in which he simply mentioned that the eleven men concerned were "lazy and inefficient".

The management were naturally concerned about the representation and therefore, they tried to ascertain from Mr. Rai the detailed circumstances under which he recommended the stoppage of increments. When Mr. Rai could not pin-point the reasons, the management suspected that Mr. Rai's recommendation was based on his "impressions" rather than on facts. They, therefore, advised Mr. Rai to maintain a register from then on noting the details of day to day incidents of "lazy and inefficient" workers and obtain the signatures of the workers concerned. Mr. Rai was to make the final appraisal of each worker in his department on the basis of this register and recommend each case giving specific reasons why increments should be stopped.

Mr. Rai started maintaining a register as suggested by the management; but he found it difficult to report satisfactorily any case of laziness or inefficiency for want of specific reasons.

The management were convinced that their action of stopping increments of eleven men on the strength of Mr. Rai's report was not a proper one. They realised that no similar action in future would be taken based on inadequate information. But, they were wondering whether the suggestion made to Mr. Rai was the proper course of action to prevent occurrence of similar situations.

Questions:

a) Identify and discuss the core issue in the case.

b) How do you see the action of the management of the company in implementing the recommendations of Mr. Rai, considering them as a sound appraisal and reporting system?

c) How would you view the action of Mr. Rai, if you were the M.D. of the company?

d) Do you think the reward system of the company needs to be reviewed?

M.B.A. DEGREE EXAMINATION, OCTOBER - 2022

SECOND SEMESTER

PAPER - 203-FINANCIAL MANAGEMENT

(Revised Regulations w.e.f. 2021-2022)

(Common Paper to University and Affiliated Colleges)

Time : 3 Hours **Max. Marks : 70**

PART - A

(Descriptive/Numerical type questions)

Answer any FIVE questions, Each question carries 10 marks **(5×10=50)**

1. What is financial management? Explain nature and scope of financial management.
2. What is Time value of money? Describe the relevance of time value of money in financial decision making?
3. What is Financial Statement Analysis? Explain various methods of analysis?
4. Define Leverage. Explain the different types of Leverages.
5. Briefly explain the factors which determine the capital structure of a firm?
6. Explain EBIT - EPS analysis.
7. Discuss the process of investment decision.
8. Distinguish between NPV .Vs. IRR
9. Explain the important aspects of dividend policy.
10. Explain the in brief the determinants of working capital management of a business concern.

PART-B

(Case Analysis) (20)

11. A company is considering an investment proposal to install a new machine. The cost of the project is Rs.50,000. The life period of the project is 5 years. The firm uses Straight Line Depreciation; the company tax rate is 50% The cash flow after taxes are as follows. Cost of Capital is 12%.

    Calculate

i) Payback period

ii) ARR

iii) NPV at 10%

iv) IRR

v) PI

YEAR	CFAT (Rs.)
1	10,000
2	11,000
3	14,000
4	15,000
5	25,000

M.B.A DEGREE EXAMINATION, OCTOBER - 2022

SECOND SEMESTER

PAPER - 204-PRODUCTION MANAGEMENT

(Revised Regulations w.e.f. 2021-2022)

(Common Paper to University and Affiliated Colleges)

Time : 3 Hours **Max. Marks : 70**

PART - A

(Descriptive/Numerical type questions)

Answer any FIVE questions, Each question carries 10 marks **(5 × 10 = 50)**

1. Explain with the help of a suitable diagram the framework of organising and control in a production system
2. Why do we conduct work study to increase productivity?
3. "In Breakdown Maintenance the equipment is allowed to run to its breakdown and then it is maintained and put back into operation." Explain in the light of the above statement the important steps required to accomplish a corrective maintenance task.
4. What factors do you consider in designing a plant layout? Briefly discuss the steps involved in plant layout design.
5. Compare Production Planning and Production Control. State their objectives with suitable illustrations.
6. What is meant by sampling? Explain the various sampling plans.
7. State the importance of materials management. How does material management affect the productivity of the system?
8. What is the need for managing and controlling inventory? Explain the factors affecting the inventory control policies?
9. Distinguish between PERT and CPM and state where they are used.
10. "Management of materials and equipment forms the core of project management." Justify your views giving supporting evidence.

PART-B

(Case Analysis) **(1×20=20)**

11. An 8 hours work measurement study in a plant reveals the following.

Units produced 320 Nos.

Idle time 15%.

Performance rating -120%.

Allowance -12% of normal time.

Determine the standard time per unit produced

M.B.A DEGREE EXAMINATION, OCTOBER - 2022

SECOND SEMESTER

PAPER - 205-BUSINESS RESEARCH METHODS

(Revised Regulations w.e.f. 2021-2022)

(Common Paper to University and Affiliated Colleges)

Time : 3 Hours **Max. Marks : 70**

PART - A

(Descriptive/Numerical type questions)

Answer any FIVE Questions, each question carries 10 marks. (5×10=50)

1. Explain various methods of research and their applicability in the area of business research.
2. What do you mean by philosophy of research? Explain with the help of examples.
3. What do you understand by 'Exploratory Research' and 'Conclusive Research'? Does exploratory research always lead to conclusive research? Explain your perspective.
4. Write short notes on:
   i) Panel Research
   ii) Focus Groups
5. What are the points to be kept in mind while editing and coding the research data?
6. "A questionnaire is a pro forma containing a sequence of questions to elicit information from the interviewees." Explain how the questionnaire can be designed.
7. Explain the concept of sampling error. Explain various types of sampling errors encountered in business research.
8. Discuss the types of measurement scales used to measure attitude, with examples.
9. "Several types of graphs or charts are used to present statistical data." In the light of this statement, explain graphical representation of data.
10. Describe the role played by t-distribution to set up confidence interval to population mean.

PART-B

(Case Analysis) **(20)**

11. City Bank Ltd., a private sector bank is located in a city with a population of more than 30 lac. Its main competitors are Atria Bank Ltd., and Excel Bank Ltd. The sizes of the banks in terms of capital, assets are almost the same. Interest rates offered on loans and advances are more or less the same. Recently few foreign banks have set up their branches in the same city. The main services offered by the City Bank are current account, savings bank, fixed deposits, recurring deposits, housing loans, educational loans, locker facilities, internet banking, credit cards, etc. The bank has more than 25 ATMs operating in different parts of the city. The bank has decided to hire the services of a marketing research company to conduct a customer satisfaction survey among 1000 customers to get the following information.

i) Reasons for choosing City Bank for their banking needs.

ii) Which are the facilities availed by the existing customers?

iii). How do the customers rate the service with respect to the following attributes?

  a) Prompt opening of the branch

  b) Up keep and maintenance

  c) Attitude of staff

  d) Use of technology

  e) Convenience of working hours

  f) Adherence of time norms for issuing drafts, pass book updating etc;

  g) Procedure for sanction of loans

  h) Redressal of grievances

  i) Maintenance of suggestion box

iv) Whether the current customers are also using the services of competitors

A mail questionnaire has been planned by marketing research agency to be sent to the customers along with a reply envelop.

Questions:

a) Design a suitable questionnaire using 5-point Likert scale along with a covering note.

b) Is the mail questionnaire suitable? If not what other alternatives are available.

c) What are the advantages and disadvantages of limiting the survey to the just current customers of the bank?

M.B.A DEGREE EXAMINATION, OCTOBER - 2022
SECOND SEMESTER
PAPER - 206- OPERATIONS RESEARCH
(Revised Regulations w.e.f. 2021-2022)

(Common Paper to University and Affiliated Colleges)

Time : 3 Hours **Max. Marks : 70**

PART-A
(Descriptive/Numerical type questions)

Answer any FIVE Questions, each question carries 10 marks **(5 × 10 = 50)**

1. Discuss in detail about the various applications of operations research?

2. Use simplex method to solve the following

   Max Z=4X1 +3X2

   Subject to constraints 2X1 + X2 <=30

   XI +2X2<=24

   X1,X2>=0

3. Find maximum profit for the given matrix

	P	Q	R	S	Supply
A	4	6	22	14	6
B	2	0	12	2	1
C	10	16	30	18	10
Demand	7	5	3	2	17

4. Solve the following assignment problem

Persons	Jobs				
	1	2	3	4	5
A	8	4	2	6	1
B	0	9	5	5	4
C	3	8	9	2	6
D	4	3	1	0	3
E	9	5	8	9	5

5. Briefly explain the characteristics of dynamic programming.

6. A student has to take examination in three courses X,Y and Z. He has three days available for study. He feels it would be best to devote a whole day to study the same course, so that he may study a course for one day, two days or three days or not at all. His estimates of grades he may get by studying are as follows:

Study days/Course	X	Y	Z
0	1	2	1
1	2	2	2
2	2	4	4
3	4	5	4

How should he plan to study so that he maximizes the sum of his grades?

7. Determine the importance of goal programming in the organizations.

8. What are the application areas of goal programming? Explain.

9. Explain in detail about the classification of queuing models?

10. A T.V repairman finds that the time spent on his jobs has an exponential distribution with mean 30 minutes. He repairs sets in the order in which they come in. if the arrival of sets is approximately Poisson with an average rate of 10 per 8-hour day, what is the repairman's expected idle time each day? How many jobs are ahead of the average set just brought in?

PART-B

(Case Analysis)

(20)

11. We have five jobs each of which must go through the machines A, B and in the order ABC Determine the sequence that will minimize the total elapsed time.

JobNo	1	2	3	4	5
M/C A	5	7	6	9	5
M/C B	2	1	4	5	3
M/C C	3	7	5	6	7

M.B.A. DEGREE EXAMINATION, OCTOBER - 2022

SECOND SEMESTER

PAPER - 207- MANAGEMENT INFORMATION SYSTEMS

(Revised Regulations w.e.f. 2021-2022)

(Common Paper to University and Affiliated Colleges)

Time : 3 Hours **Max. Marks : 100**

PART-A

(Descriptive/Numerical type questions)

Answer any FIVE Questions, each question carries 14 marks **(5×14=70)**

1. Explain in detail about the concept of information system?
2. Explain information system architecture. Explain the significance of quantitative analysis in decision making.
3. Discuss in detail about the importance of MIS Design.
4. Explain the procedure of MIS Growth Model.
5. What is management support system? Explain its concept.
6. Explain in detail about Data ware Housing and Data Mining?
7. Discuss the characteristics of marketing information system?
8. What are the various applications of financial information system?
9. Write a short note on:
   i) Security and Systems Audit
   ii) Cyber Security
10. What is systems security and control? Explain its types?

PART-B

(Case Analysis) **(30)**

11. XY trading limited is a young and dynamic exporting company in the mobile market. The company has been growing very quickly since they had a breakthrough with their initial product in 2002. Since then the company has developed a number of new and ancillary products and has successfully managed to commercialize these products in Ireland, the UK

and across the main markets in Europe. XY trading has a manufacturing plant and sales office in Ireland, and a mixture of direct sales and channel partners in the UK and Germany. The additions of the UK and Germany outlets to the company were achieved through acquisition; both transactions were successfully completed in 2011.

The company is keen to take advantage of their designs and new products but, is already beginning to see competition increase in their current markets. The management team have been discussing, more and more regularly, the challenges that they are experiencing associated with identifying and understanding the most important measures for their business including individual product profitability, country product penetration, customer turnover and profitability, market shares... to - date. There has been a lot of debate but a lack of decisions. Strategic issues:

XY trading does not currently have a formal MIS/performance measurement system (or methodology), that covers all areas of the organization, including manufacturing and sales. The main challenges that the company face, from an MIS and company performance management perspective, include:

- Company performance has been measured and managed through excel, with differing approaches and understanding across the various business units and countries.
- There is now distributed management team and goals and tracking of goals and objectives is not transparent.
- There is a growing number of employees involved in developing reports and clarifying.
- Reporting/report definition ambiguities across the company.
- Country and business unit performance is difficult to compare and overall company performance is also difficult to measure and forecast

Questions:

a) What approaches should be considered by the management team to create an effective performance management and reporting capability for the whole organization concentrating on people, process and technology?

b) How should they go about linking performance metrics to company strategy, which includes moving into additional markets in America?

c) What key areas do you believe they should focus on for metrics, across the whole business?

d) Given the distributed nature of the workforce (manufacturing and sales teams) how could online/mobile reporting tools support the organization?